



Developing Process Indicators to Improve Educational Governance

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What Is a Process Indicator?

- **Indicator: A Quantitative Measure that Summarizes an Important Feature of the System**
- **Input Indicators Reflect “Structural” Features, e.g., Building Safety, Library Holdings, Teacher Quality**
- **Outcome Indicators Reflect Student Accomplishments, e.g., Achievement, Graduation, College Attendance**
- **Process Indicators Reflect Services Delivered, e.g., Instruction, Health Screening, Professional Development**

Why Process Indicators?

- **Information About System Performance Is Critical for Effective Educational Governance**
- **Currently Available Information (Inputs, Outcomes) is Inadequate**
 - **For Judging Quality**
 - **For Promoting School Improvement**
- **Process-Focused Indicators Provide a Better Picture of System Performance and Better Information for Improvement**

Evolution of Indicators in Health Care

- **Input Indicators (e.g., Accreditation)**
 - **Establishes Minimum Standards**
 - **Does Not Promote Quality Improvement**
- **Outcome Indicators (e.g., CABG Mortality Rates)**
 - **Requires Risk Adjustment Methods**
 - **Quality Care Does Not Always Work**
- **Process Indicators**
 - **Based on Clinical Practice Guidelines**
 - **Identifies Targets for Improvement**

Developing Process Indicators in Education

- **Considerable Research and Development Required to Establish Instructional Practice Guidelines**
 - **Early Literacy**
- **Consistent with Emphasis on Scientifically-Based Practice**
- **Begin Now with Support Services, e.g., Academic Counseling, Disease Screening**



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